

# EmoryReport



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Jesse Jackson (left) clasps hands with Emory College sophomore Christopher Williams, who had just introduced the activist and two-time candidate for the Democratic presidential nomination, prior to his speech at Glenn Auditorium, Sept. 28. Williams, an accounting and finance major from Columbia, S.C., is scholarship chair for Emory's chapter of Alpha Phi Alpha fraternity, which sponsored Jackson's speech. Jackson, founder of the Rainbow-PUSH coalition, may have helped create a chapter of the organization on campus when he encouraged students in attendance to put together a planning meeting.

## GUESTSPEAKER

### Jackson urges votes in Glenn appearance

BY ERIC RANGUS

Not many guest speakers merit an encore, but Jesse Jackson is not the average campus visitor.

He received a standing ovation following his speech in Glenn Auditorium, Tuesday night, Sept. 28, and as the crowd began to head for the aisles, Jackson called for them to stop. "Don't go anywhere yet," he said. The several hundred in attendance returned to their seats.

"How many of you are not registered to vote here in Atlanta, where you live?" he asked. Much of Jackson's speech, "Activism and the College Student," had been devoted to the importance of voting—not only voting in general, but voting locally, instead of by absentee. About half the crowd stood up.

What followed was an impromptu voter registration

session as Jackson called the students up to the stage to register—about 40 of them did. As this was going on, he encouraged everyone in attendance to repeat after him: "Students honor the law of voting on campus. Easy access is the law. We are a community of interest. We will vote on issues of the economy, war and peace, and we will be heard."

Jackson may have wrapped up his appearance with a fiery call to action, but he began it rather sedately. He started with a history lesson. Returning to the image and phrase, "promise of a more perfect union," Jackson used race relations as his centerpiece and spoke of how a history of inequality between black and white has always left the country short of that perfection.

"July 4, 1776, had no meaning to the enslaved,"

See **JACKSON** on page 5

## UNIVERSITYDEVELOPMENT

### Annual Fund making some big strides

BY MICHAEL TERRAZAS

During the course of this semester, at a handful of alumni homes around Atlanta, groups of about a dozen Emory students will be treated to dinner at the houses of people they've never met and who share only an affiliation with the University all will call their alma mater.

It's called "Dinner With 12 Strangers," and it's just one of the new programs being launched by the Annual Fund within the Office of Development and University Relations (DUR). Targeted toward related but nuanced audiences of students and alumni, the initiatives together take a strategic approach to building what President Jim Wagner has called a "culture of philanthropy" at Emory.

"It's vitally important that we create this culture not only for alumni but for faculty and staff—and especially students, preferably from the moment they first set foot on campus," said DUR Senior Vice President Johnnie Ray. "To the degree that we can inculcate a real sense of pride and ownership in Emory among all of our constituent groups, but especially alumni and students, we will be that much more successful in reaching our vision."

Since his arrival this summer, Ray has proclaimed a new

day in University fund raising, restructuring his division and issuing an ambitious set of standards for Emory development officers. And if there is a poster child for Ray's new brand of innovative, aggressive, professional fund raising, it is the Annual Fund.

Encompassing development offices and activities in schools and centers across campus, the Annual Fund is one of Emory's primary sources for unrestricted funds. Rewind to June 30, 2003: The Annual Fund was reeling, trailing the previous year's pace by nearly \$140,000. Then a new assistant vice president, Francine Cronin, arrived from the SUNY Institute of Technology in Utica, N.Y., to take over the program.

Two months later, at the close of fiscal year 2003, the Annual Fund not only had caught up to FY02 but set a record by raising nearly \$3.6 million, an increase of some \$115,000 over the previous year. Cronin accomplished this remarkable goal with a series of late-year electronic communications to donors.

Fast-forward another 12 months, and the Annual Fund again shattered records in fiscal 2004, raising upwards of \$4.8 million—roughly 34 percent more than in FY03, an increase Ray called "virtually unheard of" in higher education development. Making the feat even more unbelievable was the



The students who staff the phone banks of Emory's Telefund offer a big Thank You to the donors who have helped the program—and the overall Annual Fund—break fund-raising records for two consecutive years through innovative communications and new initiatives.

fact that Cronin and her staff accomplished it while slashing the department's direct-mail budget in half. The Annual Fund spent nearly \$70,000 less on direct mail in FY04 than the previous year and still raised \$751,706 in direct mail solicitations, an increase of more than 20 percent over FY03.

"We just looked at what people have been historically responding to and designed solicitations around that medium," said Cronin of the increased reliance on e-mail communications, electronic

donation opportunities (such as the "Make a Gift to Emory" link on the internal homepage) and other novel approaches to development.

The numbers are just part of the story. In addition to Dinner With 12 Strangers, Cronin and her staff have come up with a host of unorthodox—and, often, downright fun—ideas to provide alumni and students with opportunities to give back to Emory. For instance, the "Professor for a

See **ANNUAL FUND** on page 7

## EMORYGIVES

### Goal for '05 campaign is \$900K

BY ERIC RANGUS

The 2004–05 EmoryGives campaign opened Oct. 1 with lofty goals and new, convenient ways of giving.

Last year, EmoryGives raised more than \$492,000 for its six charitable partners, bettering its goal by nearly \$70,000. With that success in mind, this year's goal has shot up to \$900,000. The huge increase was made possible by including donations to the Nov. 6 American Heart Association Heart Walk (which brought in more than \$360,000 in 2003, mostly from Emory Healthcare employees) in the EmoryGives sum.

While the standard EmoryGives forms were distributed to all employees, donations to the 2004–05 campaign, for the first time, can be made online. According to Michelle Smith, associate vice president for corporate giving, the idea of online giving was hatched several years ago, but technology and security issues didn't catch up with the plans until this summer.

"We've been trying to make it easier for employees to give, and online donation is the current wave—and wave of the future," she said. Smith gave credit to a

See **EMORYGIVES** on page 7



AROUNDCAMPUS

Recruiting for Nov. 6 Heart Walk begins now

The Woodruff Health Sciences Center is partnering with Emory Healthcare to sponsor the American Heart Association (AHA) Heart Walk on Nov. 6 in Centennial Olympic Park.

This year's goal is to recruit more than 2,700 participants and raise \$350,000 for the AHA; all proceeds also will benefit EmoryGives. Last year's Emory Healthcare team raised \$434,000 and was the No. 1 walk team in the Southeast.

The Heart Walk is a family event; all ages are invited to participate in the 5K (3.1mile) run/walk. For more information, contact Sonal Amin at [sonal\\_amin@emoryhealthcare.org](mailto:sonal_amin@emoryhealthcare.org) or at 404-778-5660.

Research job fair to be held Oct. 29

Human Resources will host its annual Research Job Fair on Friday, Oct. 29, from 9 a.m. to 4 p.m. in the Student Academic and Activity Center at Clairmont Campus.

Faculty researchers are encouraged to register early to reserve a table for their interview team (tables will not be shared among investigators this time around). Also new this year is a flexible scheduling system that allows faculty to select interviews based on their own schedules; event organizers will inform attendees of the interview times.

To register or for more information, visit <http://emory.hr.emory.edu/faculty> or call Senior Staff Recruiter Randall Cumbaa at 404-727-7191.

ER takes break

Due to the Oct. 11–12 Fall Break, *Emory Report* will not publish on Oct. 11. ER will resume weekly publication on Oct. 18.

EmoryReport

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FIRSTPERSON BRUCE KNAUFT

A flood of ideas



Kay Hinton

**Bruce Knaft** is executive director of the Institute for Comparative and International Studies and Samuel Candler Dobbs Professor of Anthropology.

The more things stay the same, the more they change—or at least they have for me. Last year, during a fellowship year in Santa Fe, N.M., I was considering the American use of geopolitical power and the ways different world areas perceive the United States following 9/11. I did not know that I would be returning to Emory in a new capacity, nor that my interest would inform a plan for Emory's own place in the world—or that coming back to campus would put me under water.

This past July, I became executive director of the Institute for Comparative and International Studies (ICIS) in Emory College. ICIS encompasses eight world area studies programs, international funding for faculty, the Emory College Language Center, the Emory Center for International Living, the outreach programs of Emory's international community connections, and the Center for International Programs Abroad, through which some 40 percent of college undergraduates study overseas.

As I began my position, President Jim Wagner was asking the University's divisions and units to chart their objectives, goals and aspirations as part of Emory's strategic planning process. So, during a series of lively meetings, lunches and conversations in August with more than 40 faculty and administrators, a plan for the future of international and comparative studies at Emory College took shape. Its keystone concept, voiced by Professor Ivan Karp, is the notion of "global citizenship": that as members of modern humanity, we have not just the intellectual mandate but the moral responsibility to take responsibility for our place as citizens in a larger world.

The difficulty here is that "the world" is not a singular place. Across the globe, we find worlds of social and cultural differences (as well as similarities) refracting like colors through a prism. If this prism is that single thing called humanity, its colors are brilliant gradations of race and ethnicity, religion and nationality, custom and culture, gender and generation.

In short, the world of which we are citizens is a plural world, a world of differences. In many if

not most circumstances, we need to understand and appreciate these differences, not rail or polarize against them. And when opposition is called for, it needs to be targeted carefully, not branched in broad-based stereotypes against entire groups of people. To really solve problems, we need to understand and respect the extent of human diversity; history shows that even the best-laid plans for helping others can have unanticipated or negative consequences when these differences are not taken into account.

At Emory, we have an imperative to understand human similarities and differences by using our most rigorous scholarship. We also have a mandate to appreciate this diversity in moral, personal and broader human terms. This dual charge requires both our deepest erudition and our most inclusive values, our most rigorous academics and our strongest humanitarianism. Put simply, it requires the strength of our heads and the power of our hearts.

Within the theme of global citizenship, our plan took shape in more specific ways. We proposed named professorships, scholarships, fellowships and programs in global citizenship. These help crystallize the larger needs of Emory College and the Graduate School of Arts and Sciences, including the great need for increased financial support for our undergraduates and graduate students, for increased numbers of faculty, and for a faculty-student ratio that equals or betters that of our peer institutions.

Each of these priorities takes on new significance as Emory pursues global citizenship in a plural world. Under this broad theme, we have identified specific initiatives for study and outreach that draw upon Emory's unique strengths. We also have reconsidered the general education requirements for international study, underscored the importance of staffing foreign language courses and emphasized our dialogue with international scholars. Our plan can be viewed in full on the ICIS website at [www.icis.emory.edu/about/strategic-plan.htm](http://www.icis.emory.edu/about/strategic-plan.htm).

Establishing this strategic plan has been as exhilarating as it has been demanding. Some of the college's best minds have come together to see a bigger picture, to view a larger forest beyond individual trees. This vision is not just for the college but for a larger audience of potential donors and foundations—those with dollars who can make our dreams become real. It isn't hard to envision these goals as part of Emory's upcoming comprehensive financial campaign.

In the wake of these aspirations came our flood. Early Thursday evening, Sept. 16, two inches of rain from Hurricane Ivan fell on the Emory campus in a half-hour's time. The creek behind ICIS erupted, filling our parking lot to a height of five feet and pouring into the building. Suddenly the bottom half of our building (including my office) was

swimming in 18 inches of water, and by 6 p.m. we were hip deep, frantically hoisting equipment and files, including the institute's computer server, to the second floor.

In my initial frenzy, I piled a year's worth of archives and notes from Santa Fe (material for my eighth book) on a large conference table on the lower floor—not knowing the table top was unattached to its supports. As the water rose higher, the table top floated up and off its base, and the weight of my materials then tipped it over, dumping my notes into the flood. I found their remains the following day, a total loss.

Emory's challenge is to define its place in a world that is uncertain. We live in a world of crazy forces that outstrip our own. Floods of many kinds can come, leaving problems long after they recede. In the wake of our flood at ICIS, as the walls were ripped out and our offices temporarily moved, I felt this lesson in my own role as director.

What is Emory's place in the world? It is buffeted by larger forces sometimes beyond our control. These include the challenges and struggles of the U.S. economy, the forays and foibles of national and international politics, and so on. Like the rising and falling levels of Peavine Creek, we don't know these futures, but one thing is certain: If we don't have a vision and a plan, our dreams will be washed away. If Emory's educational structure and daily operations locate our University in a practical sense, its vision defines its future path.

After the flood, the ICIS staff came together. During the coming six weeks, most of us will be crammed in the building's upper floor while renovations are made below. I am now appreciating life in a cube, that office culture of working in a cubicle, of hearing each word across the way and knowing that mine are heard as well.

As an ethnographer, this reminds me of my fieldwork with the Gebusi people in the rainforest of Papua New Guinea. The Gebusi live in communal houses; everybody hears and knows everything about everybody else. Though their customs and beliefs were very different from those I had known, I came not only to appreciate their life but to enjoy and adopt much of it as my own. When people come together, their lives get richer.

Emory's place in the world, like all of our own, is sometimes uncertain. But for that very fact, it is all the more important to have a larger plan, a deeper mission, and a broader strategy for coming together. Particularly in times of change, it is important to reach outside ourselves and become citizens of a larger world. For me, global citizenship links scholarship with responsibility, objectivism with ethics and wordly understanding with respect for diversity. It means being citizens of a world in which uncertainty is surpassed by the richness of humanity.

EMORYVOICES

What do you think of the new food service options on campus?



It's been good on the whole. Certainly the presentation is nice, and the quality is good. Cox Hall cafeteria is confusing, though.

Gloria Hallen  
medical secretary  
Anatomical Pathology



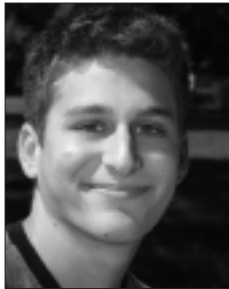
Quality is same or better, prices have gone up quite a bit. And some future initiatives look good.

Dwight Raby  
manager  
Emory College  
Building Support Services



I like Einstein's in the DUC, and I hear there is going to be a coffee shop in the library. That would be convenient.

Eli Klehr  
senior  
Philosophy



I like it.

Jesse Moskowitz  
sophomore  
Emory College



All photos by Jon Rou

I like the variety. Eating is my favorite activity, so I like them.

Steve Kiner  
intake & assesment coordinator  
Mental Health Services



## EMORYPROFILE PAT MILLER

## Theater Style

BY MICHAEL TERRAZAS

On appearances alone, Pat Miller might not “look” like a theater person. In a field of art whose practitioners often nudge the envelope of fashion—or, occasionally, consciously eschew it—Miller can stand out for her perfectly put-together ensembles, her simple yet elegant coiffure, her genteel demeanor. Hers is an elegant style.

But make no mistake: After 18 seasons as its managing director, Pat Miller is one of the main reasons Theater Emory (TE) is one of Atlanta’s most respected companies, not only for the quality of its offerings but for the seamless way it has synthesized the dual missions of, on the one hand, a professional theater company, and a top-tier research university on the other.

“Theater Emory considers itself fully a part of a research university,” says Miller, who this year will step down from the managing director’s post she’s held since arriving in 1986 to become a full-time faculty member. “We view our productions as research material.”

Evidence of this lies in TE’s practice of devoting entire seasons or sometimes a few years to explorations of individual playwrights, as it has done recently with Henrik Ibsen and Anton Chekhov. Professors teach courses in theater studies on the dramatist in question; directors hold workshops to dig into the meat of plays and characters; and TE caps it all off with full productions of classics like *The Master Builder* and *The Lady From the Sea* (Ibsen) or *Three Sisters* (Chekhov).

But perhaps even more central to TE’s guiding ethos is an aggressive, even voracious approach to developing new work. Since the arrival of Miller and especially Artistic Producing Director Vinnie Murphy, TE has launched several projects all geared toward the creation of new theater—and thoughtful, collaborative introspection at each step of the way.

At no time has this calling been more clear than in 2004–05, when TE is devoting its entire season to Brave New Works (*see story at right*). Usually a biennial festival, Brave New Works takes a slate of scripts under development and hires professional directors to stage fully casted readings, often with the opportunity afterward for audience discussion with the cast, director and playwright.

Seeking out and bringing new scripts to fruition was not TE’s focus when Miller arrived—the company then was more interested in the classics, with a bent toward political commentary, she says—but within a few years it quickly became one of the company’s trademarks.

“I’ve always been interested in new works, new opportunities—it’s a great way to learn about theater,” says Miller, who before coming to Emory served as co-founder and co-artistic producing director of the Chocolate Bayou Theater Company in Houston. “Vinnie came about three years after me. He’s led the effort artistically [to develop new work], and I’ve helped by founding the TE advisory board and getting some national figures involved.”

“Pat and I have always thought of ourselves as the sort of ‘Mom and Pop’ of TE,” Murphy says. “She’s really the backbone of the theater. Projects like the Playwriting Center of Theater Emory would not have happened without her administrative talent. It’s been extraordinary to have a managing director who really understands the artistic questions you want to pose and can see the flexibility in terms of giving students and professionals the best shot at doing their best work.”

That combination—students and professionals—is another of TE’s trademarks. The company prides itself on casting Emory students alongside some of Atlanta’s best known and most talented actors, directors and technicians. That fact speaks to the other duality in things theatrical on campus: the symbiotic relationship between TE and the Department of Theater Studies.

TE is a fully functioning professional theater company; it hires professionals through contracts with Actors Equity Association, the prevalent industry labor union. But TE is inextricably tied to theater studies, a department within Emory College with all the requisite academic characteristics. For both to operate at the height of their potential, a dialogue must occur between the two sides, and sometimes negotiation and even compromise are necessary.

But far from allowing these related yet distinct missions to strain the relationship, Miller and her colleagues have embraced them as opportunities.

“At their best, the missions are parallel, but there are times when what TE needs to do, for example, might not involve a great number of students,” said Leslie Taylor, associate professor and chair of theater studies. “But TE can be very ingenious in figuring out ways to get students involved, so there’s a balancing that goes on over the period of a year or a couple years.”

“The dialogue [between TE and theater studies] has reached a level where it’s very keen and productive; there’s a back and forth that helps ideas to grow,” Miller says, adding that the two sides have become more closely intermeshed during her tenure. “What this situation gives is a wonderful kind of creative tension that you might not get in a traditional theater department.”

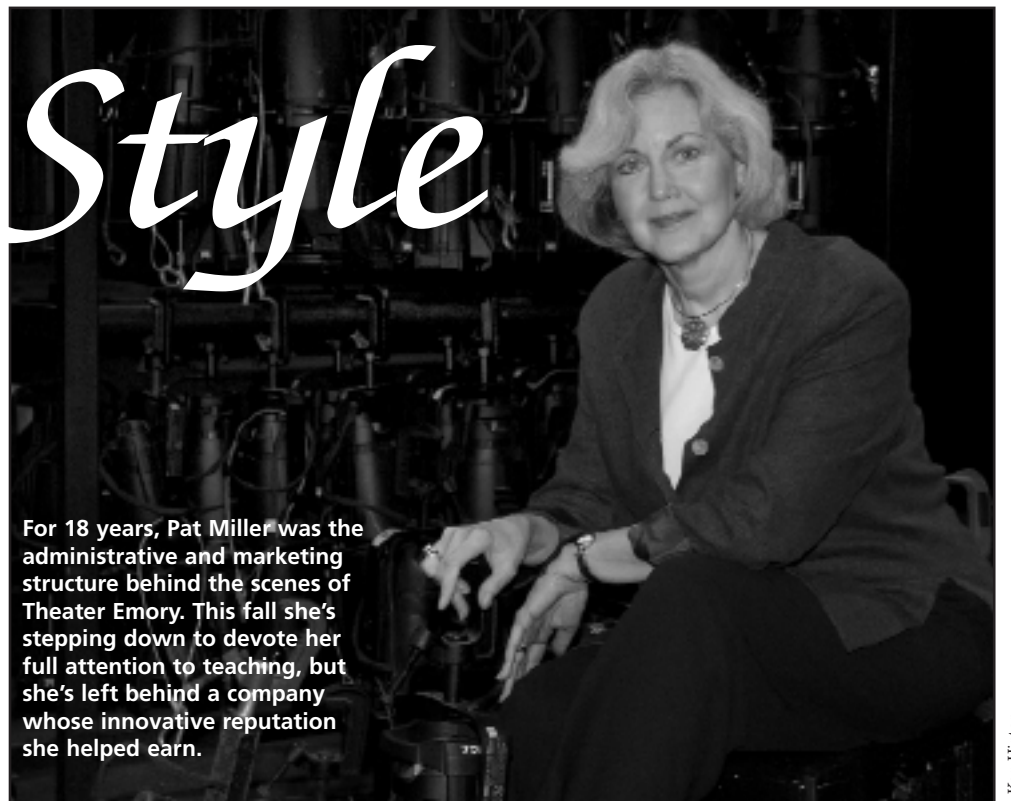
Miller said engaging with students—she also has a faculty appointment as senior lecturer in theater studies—always has been one of her favorite aspects of the job. And she can turn to the classroom full time knowing TE is in capable hands; Rosalind Staib now owns the newly created title of general manager, handling much of the marketing duties Miller relished, while other administrative tasks are dispersed more broadly among Murphy and others.

“We’ve always had a tremendous working relationship; Pat always gave me a great deal of autonomy,” says Staib, who over her five years at TE has gradually assumed more responsibility in areas that before had been solely Miller’s domain. “We have a lot of the same ideas in terms of marketing and our approach to things.”

Miller said she will miss the creative side of marketing TE productions to Atlanta theater audiences. Indeed, it is this very need to be creative in marketing that has helped Miller resist any temptations to get back on stage herself (she acted professionally for about a decade in the 1970s before shifting into theater administration). And she will retain her role as coordinator of the Friends of Theater Emory, a group of supportive patrons she helped organize.

But the prospect of devoting herself more to teaching is one that Miller looks forward to. She will continue to teach the introduction to theater and theater management courses she’s always taught, but now, when a student needs an hour to talk personally, Miller can give that time unreservedly.

“It’s not that I’ll have more time; it’s just a different pace,” she says. “When you have an administrative position, it tends to put pressure on your teaching. My greatest joy at Emory—and I’ve had some wonderful highs—has been seeing my students become my colleagues.”



For 18 years, Pat Miller was the administrative and marketing structure behind the scenes of Theater Emory. This fall she’s stepping down to devote her full attention to teaching, but she’s left behind a company whose innovative reputation she helped earn.

Kay Hinton

Those students have gone on to important positions in arts management not only in Atlanta—at the Atlanta Ballet, the Fox Theatre, the Alliance Theater—but in New York and beyond. Emory theater alums also have founded their own companies in town; Synchronicity and Out of Hand Theater are two examples.

“That’s the fun part, seeing those people turn around grow up,” Miller says. “I just feel very blessed. Theater Emory has given me the opportunity to explore everything I’ve wanted to pursue.”

## 2004–05 season devoted to Brave New Works

For the first time in the 22-year history of Theater Emory (TE), an entire season is dedicated to developing new work. During the 2004–05 season, TE will delve into the research and development of more than 30 new, substantive theater pieces with help from University faculty, staff, students, alumni and noted guest artists and scholars from around the world, as well as launch an exciting new initiative to nurture new playwrights in cities around the country.

“As artists and scholars at a research university, we are charged to investigate the past even as we pioneer toward the future,” said TE Artistic Producing Director Vinnie Murphy. “Great research and theater are alike in that they are the result of active pursuit of what we don’t know.”

In essence, the 2004–05 season will be one long Brave New Works Festival. Brave New Works is a program of the Playwriting Center of Theater Emory and typically emerges in a biennial, two- to three-week laboratory developing new work. In the 15 years of Brave New Works, more than 120 new theater pieces have been developed in the lab, with more than 60 percent of them going on to professional productions across Atlanta, the United States, Canada, Europe and South America.

The program started with a Sept. 22–25, bare-bones production of the modern French classic *Roberto Zucco*, by Bernard-Marie Kolts, about a man using people to find himself. Noted French theater artist Arthur Nauzyciel, at Emory this fall as a Coca-Cola Artist-in-Residence, directed the performance as an environmental production in the Michael Street Parking Deck.

The rest of the season is loosely grouped thematically around the issues of race and ecology. Readings include five works commissioned by the Playwriting Center of Theater Emory. Among them are: *Lewis and Clark Reach the Euphrates*, by Pulitzer Prize-winning writer Robert Schenkkan (Oct. 17); and *Antebellum*, by rising star Robert O’Hara, that blends Atlanta and Berlin in the late 1930s as *Gone With the Wind* and Adolf Hitler have their premieres (Oct. 22–24).

Among the ecology projects scheduled for spring are *The Baker Woods Project* (Feb. 27, 2005) and *Frogs* (April 15 & 17), an environmental exploration of ideas in Gertrude Stein’s Theatrical Landscape that will be presented across campus.

A total of 10 separate pieces will be read between Oct. 6 and Nov. 21, including *Anomia*, by 2003 Emory College graduate Brian Green.

“I am incredibly honored and thrilled to have my play read,” said Green, who works at the Schwartz Center as an arts associate. “It’s a phenomenal feeling to be involved at all in such an artistically challenging and vibrant artistic community; I’d be happy just to be here, but to have these artists whom I admire and respect working on something I’ve written is nothing less than mind-blowing.”

With “An Evening with David Kranes” on Monday, Oct. 18, Theater Emory toasts the former artistic director of the Sundance Playwrights Lab, launches the Sister City Playwrights exchange, and celebrates the publication of three scripts commissioned by the Playwriting Center of Theater Emory.

In Sister City, Murphy has spearheaded an initiative among theaters in Atlanta, Boston, New York, Minneapolis, Seattle, Chicago and San Francisco to nurture the careers of strong regional playwrights.

“The idea behind Sister City Playwrights is to help catapult regional artists to the national level,” Murphy said. “All of these cities have talented writers who do tremendously well in their regions but have trouble moving up to the next level. The goal is to build a national network to help these artists make that leap.”

The network will work to coordinate residencies, co-commission new work and help funders, critics and the public better understand and support the process of creating new theater work.

A complete list and schedule of Brave New Works offerings is available at [www.emory.edu/THEATER](http://www.emory.edu/THEATER). All fall events will be presented in the Schwartz Center Theater Lab and are free and open to the public, however due to the projects’ evolving nature, attendees are urged to visit the website or call 404-727-5050 to confirm the schedule. —Deb Hammacher



## FOCUS: INTERNATIONAL AFFAIRS

## Humphrey Fellows look at global AIDS pandemic

(Editor's note: This column continues a series by the Office of International Affairs on the international work of Emory faculty and students.)

**R**ollins School of Public Health Humphrey Fellow Suresh Mohammed is a physician who has served his state of Karnataka, India, in various capacities: as an aide to the governor; as head of the equivalent to the U.S. Food and Drug Administration; and as district police officer.

What he saw during his years in the police force, Mohammed said, made him passionate about the issue of domestic violence, and later, about exploring the connection between domestic violence and HIV/AIDS, which afflicts nearly 5 million of his fellow Indian citizens.

Mohammed's Humphrey Fellow colleague Lineo Vilakazi is from the much smaller southern African nation of Swaziland, where 38.5 percent of its million citizens are infected with HIV. For almost 30 years, Vilakazi has worked with her government on education and health issues related to women and children, who she says often are infected with HIV as a result of sexual abuse.

Mohammed and Vilakazi are two of 13 Humphrey Fellows in residence this year at Rollins, the largest class in the program's 11-year history at Emory. Established by former President Jimmy Carter in 1979 to honor the late senator and vice president Hubert Humphrey, the State Department-funded program brings accomplished professionals in several fields from around the world to the United States for one year of non-degree study and practical experience. Fifteen universities nationwide are chosen to host Humphrey Fellows based on their excellence in relevant areas; Emory and Tulane University are the only two public-health campuses.

According to Philip Brachman, professor of international health and coordinator of Rollins' Humphrey program, the State Department increased funding this year with the proviso that participating institutions would emphasize the global AIDS pandemic.

A large majority of this year's Humphrey class will be doing just that. Mohammed plans to study the interplay between gender, domestic violence and HIV/AIDS. "This is a topic of extreme relevance to my country," he said. India now has the highest number of HIV infections in the world, and 35 percent of those infected are women, who according to Mohammed, "are most often made victims of the HIV epidemic through no fault of their own."

"In India," he said, "violence is a cause for HIV, and HIV is a cause for violence. Women are usually impacted by the disease—not because they engage in risky behaviors, but because they often have no decision-making ability within their matrimonial setup."

High rates of domestic abuse in India mean that wives often have little or no say about their sexual lives, and therefore little ability to protect themselves against husbands who may bring the disease home. The result for infected women, Mohammed says, is further abuse, both physical and verbal, from husbands, families and the community.

"One of the primary prevention methods for HIV in women is to empower them so they can make decisions that keep them safe," Mohammed said. He will be consulting with experts at Emory's Center for AIDS Research and the Center for Injury Control at Rollins to develop sex education and domestic-violence prevention programs.

Vilakazi also will be looking for ways to empower women in her country. "Part of my work for the Swaziland government was to research the country's rate of abuse and types of abuse," she said. "We found that abuse is rife, especially sexual abuse against female children. It is also the young females who take the brunt of the HIV/AIDS epidemic."

While at Rollins, Vilakazi plans to study child counseling, a field she says is still in its infancy in Swaziland. She will be working with independent counselors and experts in the department of infectious diseases, as well as with Jerusalem House, a local organization that provides housing and counseling for HIV-positive women and their children. She also will study ways to empower women economically.

"We want to be able to help our children who have been through traumatic experiences," she said. "But we must also empower women. You cannot talk about empowering children without empowering women. If we empower the women, they will be able to better protect their children."

Lailee Mendelson is communications coordinator for the Office of International Affairs.

## EMORY COLLEGE

## Emory to host four-day World War I conference

BY ERIC RANGUS

**N**orth America's largest conference on World War I this year—the 90th anniversary of its outbreak—will be held at Emory, Oct. 13–16.

More than 40 academics from five countries will participate in "An Improbable War?: The Outbreak of World War I and the European Political Culture Before 1914." The conference will feature several panel discussions, roundtables and a screening of World War I documentary made for British television.

"World War I has been called 'the forgotten war' in the United States," said conference organizer Holger Afflerbach. "If you look to Americanist historians, when they reflect about war, they generally go from the Civil War to the Second World War. But World War I was extremely decisive for the United States. It was a world power at the end of World War I. America was the major world industrial power in 1914, but only because of the self-mutilation of the Europeans were they able to be such a superpower in international relations from 1917–18 onwards."

A native of Germany and a faculty member at Heinrich-Heine Universität Düsseldorf, Afflerbach is Emory's DAAD Professor of History (the acronym DAAD, translated from German, stands for "German Academic Exchange Service"). He is in the third year of a five-year stay on campus.

Knowing the 90th anniversary of the June 28, 1914, assassination of Austrian Archduke Franz Ferdinand—the spark that led to World War I—was approaching, Afflerbach began planning the conference in March 2003. He contacted several historians he knew, as well as a few he didn't, and eventually put together the largest World War I-themed conference of 2004. Europe, the continent where the majority of the war was fought, is hosting several academic conferences on the war, but Afflerbach said the one he



Jon Rou

**History's Holger Afflerbach, a native of Germany, spent more than a year putting together an Emory-hosted World War I conference that has turned out to be the largest in North America. Some 40 academics from around the world will discuss many aspects of the "Great War."**

attended last month in Glasgow, Scotland, was considerably smaller than the upcoming Emory event.

For many years, most historians have agreed that because of a variety of intertwining factors—imperialism and an arms race among them—World War I was inevitable. Looking at the title of the upcoming conference, though, gives hints that some historians' opinions may be changing.

"We have a saying in Germany—schoolbook wisdom," Afflerbach said. "Europe was much more stable [in 1914] than has been acknowledged. This inevitability of war is a historical construct. If Austria had not attacked Serbia after the assassination, nothing would have happened."

Former President Jimmy Carter will deliver opening remarks in Cannon Chapel at 2 p.m., Wednesday, Oct. 13. The conference itself will begin at 3:30 p.m. in Woodruff Library's Jones Room with the first panel, "War and Peace: Long-Term Developments in European Statecraft." Afflerbach will be one of the participants, and German studies Chair James Melton with moderate. In all, eight current or emeritus Emory faculty will be

taking part.

Following the Cannon Chapel opening, conference events will be held in three locations: the Jones Room, where the majority of the conference will take place; the Emory Conference Center, the location of the roundtables on Friday, Oct. 15; and the Goethe-Institut Atlanta, a German cultural exchange organization located at 1197 N. Peachtree Street. The Goethe-Institut will host a screening of one part of a 10-part documentary film on World War I produced by Oxford University Professor Hew Strachan for British television.

The author of three World War I-themed books over the last four years, Strachan will introduce the documentary, Oct. 15 at 7:15 p.m. He also will deliver the conference's final paper at 4 p.m. on Saturday, Oct. 16.

Attending the conference is free. To preregister, send e-mail to history graduate student Chad Fulwider at [cfulwid@emory.edu](mailto:cfulwid@emory.edu). For further information including a complete program and participant list, visit the history department website at [www.emory.edu/HISTORY](http://www.emory.edu/HISTORY) and follow the links to the conference website.

## EMORYSNAPSHOT



Carter Center—E. Staub

**Carter Center employees surprised their founder and namesake with an unexpected birthday party on Wednesday, Sept. 22, at the center's Board of Councilors meeting. In anticipation of former President Jimmy Carter's 80th birthday on Oct. 1, Carter Center staff marched into the Cecil B. Day Chapel and sang "Happy Birthday," then presented him with a card and cake.**



## EMORYHOSPITAL

# Steps taken for patient safety following rare brain diagnosis

BY RON SAUDER

Emory officials believe Creutzfeldt-Jakob disease (CJD), an extremely rare degenerative disease, is the probable diagnosis of an Emory Hospital patient following a brain biopsy, and are taking steps on the basis of that assumption. Given the rarity of this disease, the definitive test is done by a national laboratory in Cleveland, Ohio. Due to time requirements and the complexity of analysis, the results are not expected for several weeks.

Nevertheless, late last week the hospital was in the process of notifying 98 brain and spine surgery patients of the remote possibility they may have been exposed to the protein that causes CJD, a very rare disease that occurs at the rate of only one person per million per year worldwide.

Emory physicians said potential exposures might have occurred following the Sept. 10 brain biopsy of a patient who later received a preliminary diagnosis of CJD.

After the biopsy, the surgical equipment used was sterilized according to the hospital's normal procedures, which call for instruments to be cleaned in a solution and heated to 270 degrees Fahrenheit for four minutes in a prevacuum surgical autoclave.

There have been no known cases of CJD transmitted by surgical instruments in the past 28 years since the routine use of these sterilization techniques. However, bodies such as the

World Health Organization (WHO) recommend certain enhanced sterilization measures specifically for instruments used in cases of CJD.

As a first precaution, on Sept. 15, following receipt of preliminary biopsy results, all neurosurgical equipment was resterilized according to WHO guidelines for CJD. On Monday, Sept. 27, all hospital surgical equipment was resterilized according to the same enhanced guidelines as a further precaution.

"Although we believe the chances of an exposure are extremely small, we cannot guarantee they are zero. That is why Emory is taking every possible step to deal with this matter," said Allan Levey, professor and chair of neurology.

William Bornstein, chief quality officer for Emory Healthcare, said, "All sterilized surgical equipment in the hospital has been resterilized using the enhanced procedures recommended for this rare disease. We have also instituted a new policy that exceeds hospital norms and calls for treating every brain biopsy as a potential case of CJD and sterilizing the instruments using the enhanced process, no matter how unlikely CJD may appear at the time."

Hospital officials have written to 418 non-neurosurgical patients who were operated on in the hospital between Sept. 10-27, describing the events to them and explaining that any risks to non-neurosurgical patients are even lower, if any. There are only six known cases of CJD transmitted by surgical equipment, and

all six of these patients had brain procedures. All of those cases occurred in the 1970s—before current standards of sterilization, such as those used by Emory Hospital, were adopted.

CJD is a progressive degenerative disease of the brain, typically presenting as premature dementia and gradual loss of muscular coordination. It is believed to be caused by the accumulation of an abnormal protein, called a prion, found in nerve cells. Sporadic CJD, which has no identified underlying cause, afflicts one case per million people per year worldwide. It is not the disease known popularly as "mad cow disease."

"It is Emory's policy to notify patients when we become aware of these types of issues," Bornstein said. "It is also true, unfortunately, that there is no diagnostic test to determine whether they have been exposed, nor are there any known means of prevention or treatment. We believe the risk is extremely low, but we also believe we have an obligation to share our initial findings with our patients."

"The well-being of our patients is always our first concern," said John Fox, president and CEO of Emory Healthcare. "We want to assure our patients we are taking every step possible to ensure quality patient care."

The Emory Health Connection (404-778-7777) is available for patients who would like more information. Emory also is making physicians available to patients and their families.

JACKSON from page 1

Jackson said, his voice a flat monotone. He used that monotone for the first 12 minutes of his speech, never raising his voice or altering his pace, even when he personalized the difficulties of being a minority.

"I was arrested in 1960 for trying to use the public library," he said, during a segment on the nearly 100 years of American "apartheid" between the end of the Civil War and the 1964 passage of the Civil Rights Act.

Slowly, he heated up and finally boiled over when he tied the promise of a more perfect union and race together. "You broke the promise," he belated, his voice echoing through Glenn. From that point on, Jackson's voice ranged from a whisper to a shout as he called on young people to change the world around them.

A native of Greenville, S.C., Jackson has been an activist for nearly 40 years. He joined the Southern Christian Leadership Conference in 1965 after graduating from North Carolina A&T State. In 1971, he founded Operation PUSH, which aimed to bring economic empowerment to the disadvantaged in

Chicago. In 1984, he founded the Rainbow Coalition, a social justice organization. The two merged in 1996. For the last three decades he has been a passionate advocate for social action. His appearance at Glenn was sponsored by Alpha Phi Alpha fraternity.

A two-time candidate for the Democratic presidential nomination, he wasn't shy about criticizing the Bush administration and the actions of the president.

"Dan Rather had a bad source and he rushed on camera to apologize," Jackson said, referring to a recent controversy where CBS News used unverified documents to make a case that Bush did not fulfill his National Guard responsibilities during the Vietnam War. "Bush had bad sources—the CIA, [Ahmed] Chalabi, who is on our payroll. At least Dan Rather apologized; Bush says, 'Bring them on.'"

Change, Jackson said, is in the hands of those in attendance. "Your generation must address the issues of the day—war or peace," he said. "You have the choice."

Jackson concluded with his encouragement to vote. Civil

rights worker Medgar Evers died trying to give blacks that right, he said. Nelson Mandela spent 27 years in prison because he wanted voting rights for all South Africans. "You are the answer to yesterday's prayer," he said. "You have the power to turn the course of our country."

Jackson's call for voter registration was not an empty gesture. Several times during his address, he challenged Emory students to demand a polling place on campus. While students were registering, Janice Mathis, Atlanta bureau chief for Rainbow-PUSH, appeared on stage and Jackson asked her to contact DeKalb County to see about adding a polling place at Emory.

Jackson also may have created a branch of Rainbow-PUSH on campus. To no one in particular, he asked aloud when a good meeting time would be. The answer was Thursday at 7 p.m. He then asked for a meeting place. "Harland Cinema" was the reply (the meeting actually was held in 363 Dobbs Center). Jackson said he'd make sure a Rainbow-PUSH representative could attend the meeting.

## EAGLEUPDATE

## No. 10 men's soccer opens with 7-1 record

Having finished second in the nation for best all-around athletics program, Emory is off to a good start this fall with three nationally ranked teams out of five fall sports.

With a No. 10 ranking, the men's soccer team recorded shutouts in six of its first eight games, putting it well ahead of its pace last season when it had eight shutouts in 20 games and set a school record for lowest goals-against average. Emory opened with a 7-1 record, seeking to return to the NCAA Div. III national tournament for a second straight year. Mike Rubesch picked up his 200th career victory as Emory head coach with a 1-0 win against Methodist (N.C.), Sept. 4 in the championship game of Emory's Sonny Carter Classic.

## Volleyball

Late September saw the women's volleyball team ranked 13th in the nation. The Eagles are coming off their first-ever appearance in the NCAA Final Four last season. This year Emory has a 12-4 record with a first-place finish and a pair of runner-up finishes in four tournaments. Despite a challenging 2004 schedule filled with nationally ranked schools, Emory was 7-0 against Div. III opponents, including a 3-2 win after trailing 2-0 against No. 22 Elmhurst (Ill.). Coming into the season, Emory had been ranked in the Top 20 nationally in the weekly coaches poll 82 times since 1996, just two behind the national leader for that time period.

## Women's cross country

Ranked 18th in the nation, the Eagles won their first three meets, including the Clemson (S.C.) Invitational where they bettered several Div. I and II schools. Emory has won the last 13 NCAA regional championships, qualifying for the NCAA national meet all 13 years. Leading the team for a third consecutive year is senior Angela Davie of Cedar Crest, N.M. For the 5,000-meter courses, Davie has 12 career finishes under 19 minutes, a school record.

## News &amp; notes

- On the same day, both Emory soccer coaches picked up their 200th career victories on the Eagles sideline. While Rubesch did so in the men's contest, Michael Sabatelle did so when the Emory women beat the 17th ranked team in the nation, Virginia Wesleyan, 1-0, Sept. 4. Sabatelle became the 15th women's soccer coach in Div. III history (and the 37th in any NCAA division) to reach the 200-win plateau.
- After the graduation of All-America runner Phil Hagedorn, the men's cross country team needed its veterans to step up and improve their performances. Several have responded to the challenge. Senior Andrew Podgurski of Chesterfield, Mo., opened the season with a time of 27:07 for the 8,000-meter course, which he lowered to 26:15 the following week and then a career-best 25:42 the next week. Podgurski was the team's top finisher in its first three races this season. Behind him was another senior, Jonathan High of League City, Texas, who lowered his career-best time to 26:18, nearly three minutes faster than his previous best.
- The women's tennis squad has been cited as an All-Academic Team by the Intercollegiate Tennis Association (ITA). In addition, six Eagles were honored as ITA Scholar-Athletes. Last semester, the team posted a collective grade point average of 3.51. Of its 11 players, nine had a 3.31 GPA or higher, and three made the Dean's List. Last fall, the team GPA was 3.54.

The Eagles are one of 58 Div. III women's teams in the nation (out of about 430) to receive the award. Of all the Div. III honorees, Emory is one of only two schools to be selected for the NCAA national team championship tournament last season and be listed among the Top 25 national universities by *U.S. News and World Report*.

Individual Emory honorees are Carina Alberelli, Petrel Chapman, Amanda Dechert, Breana Lai, Margaret Moscato and Jolyn Taylor.

Last season, Emory won its second consecutive NCAA national team championship. The Eagles also won the NCAA singles and doubles crowns for the second year in a row.

For the latest on Emory varsity athletics, check out [www.go.emory.edu](http://www.go.emory.edu).

*John Arenberg is Emory sports information director.*



## SCHOLARSHIP&amp;RESEARCH

## ‘Hypercompetition’: Competitive advantage at its fastest

BY JOE TORRE

Welcome to the brave, new business world—one of “hypercompetition,” where the competitive advantages firms enjoy today may vanish with breathtaking speed and frequency.

In a paper titled “The Rise of Hypercompetition in the U.S. Manufacturing Sector, 1950–2002,” researchers L.G. Thomas and Richard D’Aveni say the phenomenon is rapidly spreading across the United States and the globe. Thomas, professor of organization and management in the Goizueta Business School, presented their findings at the recent Atlanta Competitive Advantage Conference held at Goizueta.

According to Thomas and D’Aveni (professor of strategic management at Dartmouth College’s Tuck School of Business), hypercompetition is “an environment characterized by intense and rapid competitive moves, in which competitors must move quickly to build new advantages and [simultaneously] erode the advantages of their rivals.” Some analysts say hypercompetition is “high-velocity competition” because of the speed of technological change.

“Although there are still a few non-monopoly firms that have unique, valuable, inimitable resources leading to sustainable competitive advantages, it

appears that the bigger issue is how firms can prosper by using a series of short-term advantages,” the authors wrote. “Either that, or escalate rivalry to create growth and shareholder value through constant creative destruction, rather than to seek the ‘holy grail’ of sustainable competitive advantage and profits earned without intense rivalry.”

The authors found that the hypercompetition juggernaut is driven by numerous forces, including extensive globalization, more appealing substitute products, more educated and fragmented consumer tastes, deregulation, and the invention of new business models. These contribute to falling entry barriers, rapid destruction of established competitive advantages, dethronement of industry leaders, and undermining of long-established national oligopolies.

In addition, hypercompetition frequently is set in motion by innovations that develop outside an industry by suppliers or consumers, government regulations or the entry of foreign competitors. The phenomenon is reshaping the way firms do business because competitive advantages tend to be so short-lived in a hypercompetitive context, they wrote.

“Achieving and sustaining a competitive advantage,” Thomas said, “may mean that the best strategies for winning will be short-term and constantly

revised.”

The pair’s recent analysis further supports the concept of using “un-sustainable competitive advantages to reinvent a firm’s corporate strategy incrementally.” In other words, forget about trying to create sustainable competitive advantages; in a hypercompetitive world, sustainable advantages are both too costly and soon ineffective.

Therefore, the co-authors say, the best strategy for winning is to develop an endless series of strategically unsustainable advantages—and to be ready to replace those advantages as soon as they become ineffective with newer unsustainable advantages, and on and on. Hit-and-run, guerilla-like tactics, such as staying one step ahead of rivals and going around them, may be far better than head-on confrontations.

“It is striking how the temporary component of competitive advantage has been ignored,” Thomas said, “probably due to a focus by the strategy field on sustainable advantage.” To succeed in the throes of hypercompetition, firms must perform strategic actions with Olympian speed and focus.

Although most studies claim hypercompetition is a relatively new phenomenon, emerging in the late 1980s to early ’90s, Thomas and D’Aveni claim it began to appear in the manufacturing sector in the 1960s. Their research on overall manufactur-



Jon Rou

The Goizueta Business School’s L.G. Thomas, along with a colleague at Dartmouth College, describe the phenomenon of “hypercompetition” in a recent paper. In today’s world, they say, competition is so swift and brutal that long-term advantages may no longer be possible.

ing from 1950–2002 revealed the proportion of industries that demonstrate hypercompetition is increasing steadily.

The co-authors back up this hypothesis with more than 50 years of accounting data from every publicly listed manufacturing firm in the U.S. economy. In the most globalized parts of the U.S. economy, they found, the number of industries experiencing the high volatility of hypercompetition has grown from “almost zero in the 1950s to 25 percent by the 1970s and

75 percent by the 1990s.”

Whether other business sectors will witness the same competitive excess remains to be seen, they said, creating a huge area for additional research. Clearly, globalization in the service sector is a strong indicator that it too may be undergoing a similar shift.

This article first appeared in Knowledge@Emory ([www.knowledge.emory.edu](http://www.knowledge.emory.edu)) and is reprinted with permission.

## Disciplines cross in Henrich studies of human behavior

BY ERIC RANGUS

Joseph Henrich has spent most of his professional career conducting research in some pretty far-off places: the rainforests of South America and Papua New Guinea, the steppes of Mongolia, and the remote South Pacific island of Fiji, for example.

Where Henrich goes, there are no telephones, no televisions, no newspapers, but some very important people have kept an eye on what he has been up to. Last month, Henrich, assistant professor of anthropology, earned a 2004 Presidential Early Career Award for Scientists and Engineers from the National Science Foundation (NSF). Given to fewer than 60 scholars, the award is the highest national honor for investigators in the early stage of their careers.

A cultural anthropologist, Henrich crosses a lot of disciplinary boundaries in his research. While his work touches on aspects of economics, psychology, sociology, environmental studies and education, at its core is the use of cultural and genetic evolutionary models to develop theories about psychology. It’s an area he first explored in the 1990s as a graduate student at the University of California, Los Angeles, when he visited the Amazon basin in Peru to study the Machiguenga tribe.

“I was interested in economic development,” said Henrich, an Emory faculty member since



Anthropology Assistant Professor Joseph Henrich (center) shows off his National Science Foundation (NSF) Presidential Early Career Award. It’s the highest honor given to young scientists. Flanking him are John Marburger (left), director of the White House Office of Science and Technology Policy, and NSF Acting Director Arden Bement.

2002. “But when I started trying to do economic anthropology and think about how to improve approaches to economic development—stopping deforestation, things like that—I found that the theories were so poor that you couldn’t do much. So I became more interested in theoretical development and how people make economic decisions, as well as how growing up in a particular place affects what goes into your economic decision-making.”

A prime example of Henrich’s research is a separate NSF-funded study that looks at the behavioral economics of 15 small-scale societies. He is a principal investigator and editor of a book on the project,

*Foundations of Human Sociality: Ethnography and Experiments in 15 Small-Scale Societies* (Oxford University Press, 2004).

One experiment Henrich administered on the Peruvian Machiguenga had to do with these theories on economic development. A volunteer was given a sum of money equal to two days’ pay. He was free to offer any part to another participant. If the “receiver” accepted the offer, each person received those amounts. If the receiver turned it down, neither one got anything.

The data showed first players offered between 15 and 25 percent of the pot; receivers almost always accepted even if the offer

was below 15 percent, meaning that both were rewarded. When the same experiment is conducted with university students, the first player offers more—between 30 and 40 percent—but responders generally reject anything below 20 percent.

“The question is, are the patterns we see about university students something we see about humans, or something about Americans, or something just about students,” Henrich said, noting that the results show the Machiguenga’s economic decisions tended to be driven by self-interest, matching the traditional economic model.

For Henrich’s current research, he remains focused on isolated, less-advanced communities, but his theories are aimed more at cultural learning: what children do to acquire their ideas, values and beliefs. This work took him to the Fijian villages of Teci and Dalomo this past spring to find out.

Specifically he looked at how Fijian children acquire the knowledge needs to become successful marine foragers—how to identify poisonous fish, when to harvest certain fish and what are the behavioral patterns of the fish they catch. It’s knowledge that is passed down from generation to generation, and that method is what Henrich wants to uncover. He will return to Fiji next June and hopes to spend the following year in the field.

Henrich has a lot of ideas about how to utilize the five

years of funding that accompany his new NSF award. Not only will it cover his research in Fiji, but he also wants to use some of the money to create a program in culture and cognition at Emory. To make this idea a reality, Henrich soon will develop classes as well as design a lab to train students in field and analytical research methods.

“The goal is to bring in a lot of tools from other disciplines,” said Henrich, who is well under way in developing the project. “We’ll bring in experiments and other sophisticated forms of statistical analysis into anthropology, along with its traditional focus of ethnography.”

Henrich currently is working on two projects with psychology’s Philippe Rochat, and another effort that includes postdoctoral student Sarah Brosnan is a comparison of prosocial behavior in chimpanzees and human children.

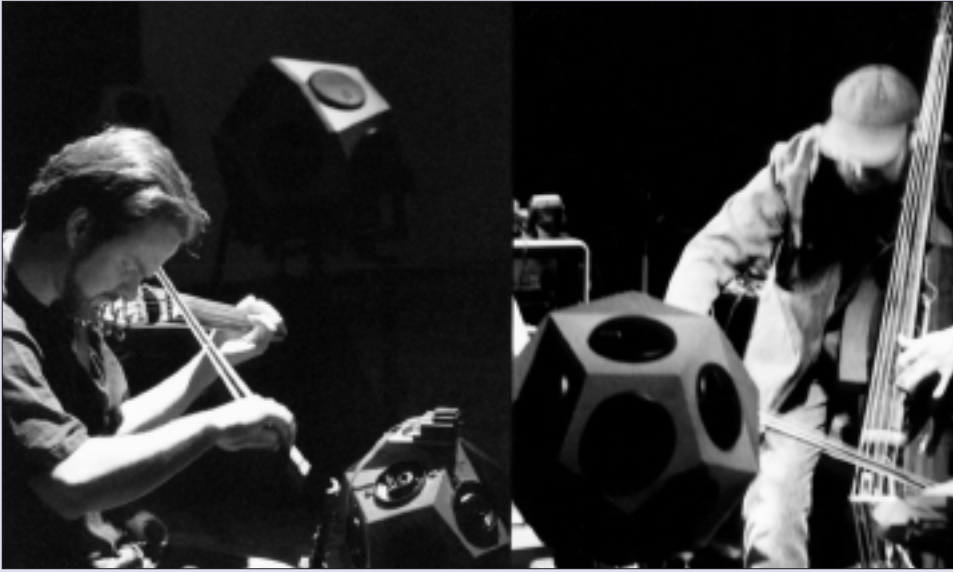
Finally, Henrich and his wife Natalie, an adjunct assistant professor in anthropology, have just completed a book, *The Origins of Cooperation*, to be published later this year.

Running through it all is the wide range of disciplines that influence his work. In fact, after earning his doctorate, Henrich was offered faculty positions not only in anthropology but economics and psychology, as well.

“If you are building an interdisciplinary approach to human behavior,” he said, “it should be unclear what you are.”



## EMORYSNAPSHOT



Special

Coca-Cola Artists-in-Residence Interface, a unique artistic group that specializes in creating multimedia performances that blend body, sound, image and technology, will grace the Performing Arts Studio on N. Decatur Road with an Oct. 14 concert at 8 p.m. Interface explores art forms and ideas as disparate as contemporary jazz and Japanese dance. The group was founded in 1995 by professors Dan Trueman and Curtis Bahn (pictured), from Princeton University and Rensselaer Polytechnic Institute, respectively. Dancer, musician and ethnologist Tomie Hahn completes the trio.

## HUMANRESOURCES

# HR, consultant to review 850 FLSA-affected jobs

BY KATHERINE HINSON

As reported in late August, approximately 850 jobs at Emory are affected by recent changes to the Fair Standards Labor Act (FLSA), a federal regulation that mandates which kinds of jobs must be eligible for overtime pay.

Each position originally identified as affected by the FLSA changes will be reviewed for accuracy. As part of this effort, Alice Miller, vice president for Human Resources (HR), has been meeting with the deans and vice presidents of each school and division to ensure they understand the review process and to develop the best process for collecting position-specific information in their areas. Many of the unit leaders have said this is a great opportunity to better understand the employees' roles within the organization.

To assist in the review, HR has contracted with Steven Greene, managing partner in the

Atlanta law firm of Boyd & Greene, who specializes in FLSA compliance audits. He will help the University in the review process and provide training to the 50 designated division and school representatives who will be assisting HR with the individualized reviews. The review process will begin this month.

The committee, in coordination with HR, will make recommendations as to which positions should remain exempt. These recommendations will then be evaluated by Greene for final determinations. Leadership will review these determinations and communicate the results with their employees.

As there will be employees who will move from monthly to biweekly pay, HR will begin offer personal-budgeting classes in November, continuing into early next year. These classes will be open to everyone and will focus on budget issues surrounding the FLSA changes.

Regarding overtime: it is

paid on time worked in excess of 40 hours in a given week—not hours paid, according to HR. If an employee, for example works 33 hours in a particular work week and receives eight hours of vacation or holiday pay, the employee would not receive overtime pay in that particular week, even though the employee is paid for 41 hours of work. Rather, the employee would receive the regular time rate of pay.

Additionally, employees who are paid biweekly can work flexible schedules with the approval of their supervisor. Therefore, an employee can work four 10-hour days and still be eligible for overtime if the time worked exceeds 40 hours in that given week.

FLSA answer lines at HR are still open (404-712-4744 or [flsa@emory.edu](mailto:flsa@emory.edu)). Each call and e-mail will be responded to individually. Also, there is a Frequently Asked Questions page online at <http://emory.hr.emory.edu/flsa>.

## ANNUAL FUND from page 1

Day" program will bring alumni back to campus for a day, this time to appear in front of classes, talking about their own professional experiences.

The "Adopt-a-Scholar" program will enable alumni to choose an individual student and "adopt" him or her for the entire four years of the undergraduate experience, serving as a sponsor and mentor, with the student reporting back at least once a semester. Cronin said a handful of students and alumni already are involved, and early results are encouraging.

With the money recouped from cutting back on direct mailings (the Annual Fund has maintained a steady program budget), Cronin was able to build the Telefund program, adding eight calling stations and employing about 120

work-study students a year.

Also on the student side, the Annual Fund will launch the "Soaring Eagle Society," to which students can belong after making donations to the University for consecutive years, and Cronin is drawing students with a phased-in approach; freshmen, for example, might be asked to contribute \$10 back to Emory. As sophomores they might give \$15, followed by \$20 their junior year, and so on. Studies show, once a donor gives to Emory for five consecutive years, there is an 85 percent chance that individual will continue to give, year in and year out.

"We want them to develop a habit of giving," Cronin said. "Alumni and students are happy to have new ways to get involved, especially ways for which they don't have to com-

mit a huge amount of time. For Dinner With 12 Strangers, this was a fun way for alumni to host student groups and give back to Emory in a way that they can juggle with their own work, families, children and so forth."

All this work ultimately stands to do more than just give Emory more operating dollars; in this year's U.S. News & World Report rankings, Emory's drop from No. 18 to No. 20 was attributed in large part to a decrease in overall alumni giving numbers. If the Annual Fund's success is any indication, those figures are about to change in a hurry.

"Before, we either weren't contacting alumni at all or not contacting them in the right way," Cronin said. "That's why people weren't giving—it's not because they didn't want to give."

## UNIVERSITYGOVERNANCE

## University Senate looks to 'vision Emory's future'

In the first University Senate meeting of 2004–05, held Sept. 28 in the Jones Room of Woodruff Library, President Sharon Strocchia welcomed new members and gave an overview of the Senate's functions and responsibilities.

Strocchia announced that the Senate's theme for 2004–05 will be "Visioning Emory's Future," a reference not only to the University vision statement but also the various planning exercises ongoing, such as the strategic plan, the campus master plan update and the Clifton Corridor transit study.

Attending his first Senate meeting as provost, Earl Lewis talked about the strategic planning effort (he co-chairs its steering committee) and said the initiative will lead directly into Emory's upcoming comprehensive financial campaign. Lewis said the project has just finished its initial phase of environmental assessments and now will identify issues and themes that cut across the Emory enterprise. Members of the Senate should not be surprised, he said, if they are asked to serve on task forces that will examine each of these issues in more detail.

As he reported to the Faculty Council the week before, Lewis said two dean searches are ongoing (Goizueta Business School, Oxford College), and he also hopes to find a permanent dean for the Graduate School of Arts and Sciences. Finally, he said he is considering adding two vice provost positions that will be charged with overseeing academic planning and faculty development, and issues of community, diversity and institutional development.

Don Harris, chief information officer and vice provost for information technology, spoke on the EmoryLink project, a collaborative effort among several entities and divisions that is searching for enterprise-wide solutions for e-mail, calendaring and electronic collaboration. Last Thursday, Sept. 30, EmoryLink held a technology showcase in Cox Hall that featured demonstrations of various vendor products available.

Human Resources (HR) Vice President Alice Miller updated the Senate on progress made in complying with the recently amended federal Fair Labor Standards Act (see story at left). Early analysis indicated that, as a result of the regulation change, some 850 employees will move from being paid a monthly salary to being paid biweekly on an hourly wage. HR has hired a consultant to help with its compliance efforts.

To close the meeting, President Jim Wagner asked Senate members to reflect on the past year. "What's better now than it was a year ago?" he asked, and offered as a first example the University's now-complete leadership team. "It's evident that we have a far better provost than we had a year ago," Wagner quipped, alluding to that fact that Emory had no provost on Sept. 28, 2003.

Wagner also said Emory has a new sense of direction, generated first by the community effort to create the vision statement and continuing through the strategic planning process. "Keep in mind," he said, "that excellence is about changing the way people think about things. Genuine progress is made in the tension between continuity and change."

The next Senate meeting will be held Tuesday, Oct. 26, at 3:30 p.m. (note the time change) in the Jones Room.

—Michael Terrazas

If you have a question or concern for University Senate, e-mail Strocchia at [sharon.strocchia@emory.edu](mailto:sharon.strocchia@emory.edu).

## EMORYGIVES from page 1

five-person team from the Information Technology Division (ITD) for putting together the website. The team of James Goff, Francene Mangum, Kathy Moore, Byron Nash and Jim Stanhouse began work on the site in June.

Online giving is possible through the EmoryGives website at [www.emorygives.emory.edu](http://www.emorygives.emory.edu). Click on the "2005

EmoryGives Online," and follow instructions. As with giving via paper forms, online giving can be done by payroll deduction, credit card, check or a stock gift.

Much has changed with this year's campaign, but a lot has stayed the same as well. Kent Alexander, senior vice president and general counsel, will return as campaign chair for the second year. For the third year, EmoryGives will host a holiday shopping party at the Phipps Plaza Parisian store. Tickets for the Nov. 14 event are \$5, and all proceeds will go the EmoryGives campaign.

Five of 2004's community

partners (United Way of Metro Atlanta, Community Health Charities of Georgia, Earth Share of Georgia, Georgia Black United Fund and Georgia Shares) are holdovers from previous years. A new partner for 2004 is Global Impact, which represents nearly 50 U.S.-based international development and relief charities.

"I've been trying to create a boutique of charity choices and Global Impact provides an international dimension," Smith said. Charities under Global Impact's umbrella include Doctors Without Borders USA, CARE and the Christian Children's Fund. In all, employees can target their donations to 485 charities among EmoryGives, six charitable partners.

Monetary contributions can be made through Dec. 31, but that doesn't end the campaign. EmoryGives also includes a volunteer component, which ramps up each spring.





For online event information, visit [www.emory.edu/TODAY](http://www.emory.edu/TODAY)

## Events for the Emory Community

### PERFORMING ARTS

**TUESDAY, OCT. 5**  
**European Art Cinema series**

*I am Curious Blue.* Vilgot Sjöman, director. 8 p.m. 205 White Hall. Free. 404-727-6761.

**The Crusades in Cinema film series**

*The Seventh Seal.* Ingmar Bergman, director. 8 p.m. 101 White Hall. Free. 404-727-6354.

**WEDNESDAY, OCT. 6**  
**Brave New Works series**

“Alien.” Lisa Paulsen, writer; Danielle Mindess, director. 7:30 p.m. 210 Rich Building. Free. 404-727-0524.

**The Wonderful World of Color film series**

*Umbrellas of Cherbourg.* Jacques Demy, director. 7:30 p.m. 205 White Hall. Free. 404-727-6761.

**THURSDAY, OCT. 7**  
**Brave New Works series**

“Turn Me On.” KT Kilborn and Sheri Mann Stewart, writers; Snehal Desai, director. 7:30 p.m. 203 Schwartz Center. Free. 404-727-0524.

**FRIDAY, OCT. 8**  
**Brave New Works series**  
“Anomia.” Brian Green, writer; Walter Bilderback, director. 7:30 p.m. 203 Schwartz Center. Free. 404-727-0524.  
**Pitts Theology Library**

### VISUAL ARTS

**Exhibit**

“Catechisms of the 16th Century.” Durham Reading Room, Pitts Theology Library. Free. 404-727-5088. **Runs through Dec. 15.**

**Special Collections exhibit**

“Highlights from the Raymond Danowski Poetry Library.” Special Collections, Level 10, Woodruff Library. Free. 404-727-7620. **Runs through Oct. 30.**

**Schatten Gallery exhibit**

“Avoda: Objects of the Spirit.” Features Jewish ceremonial objects by painter and sculptor Tobi Kahn. Schatten Gallery, Woodruff Library. Free. 404-727-6861. **Runs through Oct. 15.**

**Schatten Gallery exhibit**

“Vladimir Viderman: Art from St. Petersburg, Russia—A Retrospective of Paintings & Graphics.” Schatten Gallery, Woodruff Library. Free. 404-727-6861. **Runs through Oct. 15.**

**MONDAY, OCT. 4**  
**Art exhibit**

“Art and Creativity in Aging.” Clark Poling, art history, speaking. 3 p.m. S210 Briarcliff Campus, exhibit; third floor auditorium, lecture. Free. 404-712-8834.

### LECTURES

**MONDAY, OCT. 4**  
**Vascular biology seminar series**

“Shear Stress, Inflammation and Atherosclerosis.” Hanjoong Jo, biomedical engineering, presenting. 9 a.m. 317 Woodruff Research Building. Free. 404-727-3364.

**Human genetics seminar series**

“Human and Murine Succinate Semialdehyde Dehydrogenase Deficiency: A Heritable Disorder of GABA Metabolism.” Michael Gibson, Oregon Health and Science University, presenting. Noon. Whitehead Auditorium. Free. 404-712-2306.

**Middle Eastern studies lecture**

“Regime Change in Iraq: Domestic and Regional Implications.” Ofra Bengio, history, presenting. 4 p.m. 205 White Hall. Free. 404-727-2798.

**ECLC lecture**

“Collaborating for Communication.” Rick Donato, University of Pittsburgh, presenting. 4 p.m. 114 Candler Library. Free. 404-727-2575.

**Psychology lecture**

“A Computational Model of Selection by Consequences.” Jack McDowell, psychology, presenting. 4 p.m. 101 White Hall. Free. 404-727-4135.

**Chemistry lecture**

“The Evolution and Function of Biomolecule Dynamics.” Floyd Romesberg, Scripps Research Institute, presenting. 4 p.m. 316 Atwood Center. Free. 404-727-6585.

**Ellmann Lecture**

“Heraclitus.” Salman Rushdie, presenting. 8:15 p.m. Glenn Auditorium. Free. Tickets required. 404-727-2223.

**TUESDAY, OCT. 5**  
**Ellmann Lecture**

“Scheherezade.” Salman Rushdie, presenting. 4 p.m. Glenn Auditorium. Free. Tickets required. 404-727-2223.

**Poetry reading**

James Nave, Vermont College, presenting. 7 p.m. Oxford Chapel. Free. 770-784-8389.

**Aquinas citizenship lecture**

“Principles and Prudence in Challenging Times.” John Corbett, Dominican House of Studies, presenting. 7:30 p.m. 102 White Hall. Free. 404-727-8860.

**Middle Eastern studies lecture**

“Housing and Houses in Early Israel: The Development and Use of the ‘Four-Room House.’” Douglas Clark, presenting. 7:30 p.m. 311 Bishops Hall. Free. 404-727-7951.

**WEDNESDAY, OCT. 6**

**History lecture**

“The Globalization of History and the History of Globalization.” David Northrup, Boston College, presenting. 4p.m. 116 Bowden Hall. Free. 404-727-2184.

**Women’s studies lecture**

“Pushing the Boundaries or Business as Usual? Race, Class, and Gender Studies.” Patricia Hill Collins, University of Cincinnati, presenting. 4:30 p.m. 207 White Hall. Free. 404-727-0096.

**Mary Lynn Morgan Lecture**

“At-Home Health Care Protection—Thank You, Dr. Mom!” Julie Gerberding, CDC, presenting. 7:30 p.m. Sanctuary, Cannon Chapel. Free. 404-727-2000.

**THURSDAY, OCT. 7**  
**Neurodegenerative disease lecture**

“Neutralization of Transthyretin Reverses the Neuroprotective Effects of Secreted APP in APPSw Mice: Support for the Amyloid Hypothesis.” Jeff Johnson, University of Wisconsin School of Pharmacy, presenting. Noon. 500 Whitehead Building. Free. 404-727-3727.

**African studies lecture**

“Identity Formation Among Transplanted Africans: Recaptives in 19th Century Sierra Leone.” David Northrup, Boston College, presenting. 4 p.m. ILA seminar room, Callaway Center. Free. 404-727-6402.

**Environmental studies lecture**

“Environmental Justice and the Politics of Scale: Protestng Vinyl Chloride Production.” Hilda Kurtz, University of Georgia, presenting. 4:30 p.m. 205 White Hall. Free. 404-727-6476.

**Art exhibit and lecture**

“No Ordinary Land.” Laura McPhee, presenting. 7 p.m. Reception Hall, Carlos Museum. Free. 404-727-4291.

**Surgical Grand Rounds**

“Fatigue and Its Effect on Medical Training.” David Schulman, medicine, presenting. 7 a.m. Emory Hospital Auditorium. Free. 404-712-2196.

**FRIDAY, OCT. 8**  
**Carlos Museum photography lecture**

Laura McPhee, presenting. Registration required. 9 a.m. Visual Arts Building. Free for museum members; \$15 non-members. 404-727-4291.

**Neurology Grand Rounds**

“Emerging Targeted Therapy of Brain Cancer.” Surasak Phuphanich, Winship Cancer Institute, presenting. 10:30 a.m. Brown Auditorium, Emory Clinic, A Building. Free. 404-727-5004.

**Chemistry lecture**

“Secondary Structure Switching as a Mechanism for the Evolution of New Protein Folds.” Matt Cores, University of Arizona, presenting. Noon. 316 Atwood Building. Free. 404-727-6585.

**SUNDAY, OCT. 10**  
**Aquinas Center fall book presentation**

Patrick Allitt, history, presenting. 3 p.m. Off campus: St. Thomas More, 624 W. Ponce de Leon Ave., Decatur. Free. 404-727-8860.

**MONDAY, OCT. 11**  
**Howard Thurman lecture**

Joycelyn Elders, presenting. 6:30 p.m. Cox Hall Ballroom. Free. 404-727-0714 or 404-727-4180. **Registration required.**

### RELIGION

**MONDAYS**  
**Weekly Zen sitting meditation**

Weekly Zen sitting meditation and instruction in the Soto Zen tradition. 4:30 p.m. Rustin Chapel, Cannon Chapel. Free. 404-727-5120. **Runs through Dec. 26.**

**WEDNESDAYS**  
**Zen meditation and instruction.** 4:30 p.m. Religious Life Apartment (HP01), Clairmont Campus. Free. 404-688-1299. **Runs through Dec. 15.**

**TUESDAY, OCT. 5**  
**Taizé service**  
6 p.m. Little Chapel, Glenn Church School. Free. 404-727-6225.

**WEDNESDAY, OCT. 6**  
**McDonald Lecture**  
“The Bible Teaches ... Through a Glass, Darkly.” Wayne Meeks, Yale University, presenting. 1 p.m. Sanctuary, Cannon Chapel. Free. 404-727-6322.

**Family Forum series**

“Spare the Rod.” Murray Straus, University of New Hampshire, moderating. 2:30 p.m. Tull Auditorium, Gambrell Hall. Free. 404-712-8710.

**THURSDAY, OCT. 7**  
**McDonald Lecture**  
“Is Jesus the Last Word.” Wayne Meeks, Yale University, presenting. 7:30 p.m. 208 White Hall. Free. 404-727-6322.

**FRIDAY, OCT. 8**  
**Walk the Labyrinth**  
Noon. Sanctuary, Cannon Chapel. Free. 404-727-6225.

**SUNDAY, OCT. 10**  
**University worship**  
Rev. Alexis Kemmler, preaching. 11 a.m. Sanctuary, Cannon Chapel. Free. 404-727-6225.

### SPECIAL

**TUESDAYS**  
**Chess club**  
6:30 p.m. 106 Bishops Hall. Free. 404-778-4121.

**WEDNESDAYS**  
**Toastmasters @ Emory**  
8 a.m. 721 Rollins School of Public Health. Free. 404-371-0505.

**THURSDAYS**  
**Carlos Museum**  
**Thursday Evenings**  
Galleries are open for extended hours until 9 p.m. Free. 404-727-4282. **Runs through Dec. 31.**

**Chess club**  
6:30 p.m. 106 Bishops Hall. Free. 404-778-4121.

**MONDAY, OCT. 4**  
**Bloodborne pathogen training**  
10 a.m. 306 Dental School Building. Free. 404-727-4910.

**TUESDAY, OCT. 5**  
**Library tour**  
1 p.m. Woodruff Library. Free. 404-727-1153.

**EndNote workshop**  
2:30 p.m. 310 Woodruff Library. Free. 404-727-0147.

**Reading and book signing**  
Salman Rushdie, presenting. 8:15 p.m. Glenn Auditorium. Free. Tickets required. 404-727-2223.

**WEDNESDAY OCT. 6**  
**Wireless clinic**  
3 p.m. 310 Woodruff Library. Free. 404-727-0300.

**Psychology and linguistic joint major information session**  
4 p.m. 201 Psychology. Free. 404-727-7904.

**Kenneth Cole Program informational meeting**  
6 p.m. SAAC, Clairmont Campus. Free. 404-712-9692.

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**For sports information, visit [www.go.emory.edu](http://www.go.emory.edu).**

To submit an entry for the *Emory Report* calendar, enter your event on the University’s web events calendar, Events@Emory, which is located at <http://events.cc.emory.edu/> (also accessible via the “Calendar” link from the Emory homepage) at least three weeks prior to the publication date. Dates, times and locations may change without advance notice. Due to space limitations, *Emory Report* may not be able to include all events submitted.